

Knowledge Management and Work Digitization: Towards A Theoretical Framework for Reshaping Human Competencies in Contemporary Organizations.

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Abstract :

The knowledge Management is considered the methodological using and the style who relies for the information tic as an instrument and article to collect and Save experiences and skills and Knowledges balances Human Efficiency to create a Mechanism, its role Make organization and Direction. Then making training and develop the skills human. With the aim of helping the organization. To achieve its goals with helping of its systems. management. And next that The main role of it is ameliorate. The function of the organization and training the human capital. Through digitization the sector. Therefore, We find. That the organizations works stive to keep up the development happened in light of globalization and technological information by adaption with that facts, so The knowledge Management comes as instrument to push the wheel of development in order to stability of the organization.

Keywords: Knowledge Management; Digitalization Work; Efficiency Human.

Introduction:

The knowledge Management is one of the modern definitions thus, it became the neediest for applicants it, was primary of the organization, Through changement happened such in local commercial

. Where many of researcher. Researchers. stave To create strategy to Help! For development, skills and knowledge. Then create strive a Frames and efficiencies. in pursuit of . And. training intellectual capital in lights of. Digitization. Addition and . And increase. The. Choose. And more than to the transformation, economic knowledge knowledge. And competitive Towards électronique commerce

Here is .It outcrops for us problematic of our research, that interpret into core next Question:

- How does the knowledge management redound to compose effacies human under the contemporary organizations?

Sub Questions:

1. What means knowledge Management?
2. What are the strategies following knowledge Management?
3. What is the relation between the application knowledge ? Management and digitalization of the sector?

4. what is the fact experiment under the application of knowledge Management ?

Importance Of The Research:

- ✓ The research seeks to highlight the rule of the knowledge under the technology and operation of the development by in works organization application. Strategies.
- ✓ Invitation for the importance of the digitalization styles and methods Through defend le knowledge for the For the operation of building and pursuit to create Efficiencies and skills, and this about methodological knowledge Management, that relying by works organizations.
- ✓ **Objectives Of Research:**
- ✓ **the research aims to put for The knowledge Management a definition** And highlight his operations and role to guide operation digitalization of works organizations
- ✓ Accentuate the importance of strategies knowledge management to train and develop the skills under the organization.
- ✓ Locating influence application of knowledge management in process building and digitalization the organization.
- ✓ spotlighting experiencing of Algeria through applicate it for knowledge management as orientation managerially modern works organizations .

First The Definition Of Knowledge Management:

The knowledge Management identifies by Finneran as a strong system, it helps to publication the knowledge whether wide- level , at a individuating or plural through the institution to high level knowledge management, by acquiring suitable information in timely work. (Gahmouche, 2017, p. 141)

Also, it defines " that's groupe of activities and process, which would helping the organization to create the knowledge and test it, classification it, and using it and publication it and work to transformation into products".

Also, it's a groupe all the enable intervened directed to the people and technology, that is suiting to grow product repair using and suppling the knowledge in the company, focusses this definition on whole of two Important dimensions, the first one is based on the tacit knowledge and human interaction, thus should So institutions must rely the two Important dimensions to actualize the optimal using for the knowledge management. (Gharbi and Yakout, 2015, p65)

Also, it Describes by Duffy, that is Elementary Integrative process to coordinate the organization's activities in light of acquiring the knowledge and create it and save it and sharing in it and developing it and repeating it, by persons and groups whom seek to attain the main Reglementary purposes .

but, it was defending by Pitter Darker as: A coordination and exploitation of the knowledge resources for the organization, to create the benefit and competitive advantage (Bouzidaoui, 2017, p 75)

As well, Cross Imparts for that a definition which is a system of creating work flourishing, and area encouraging to create wherever special knowledge Organizational and the reuse endeavor Seeking for a new value of works

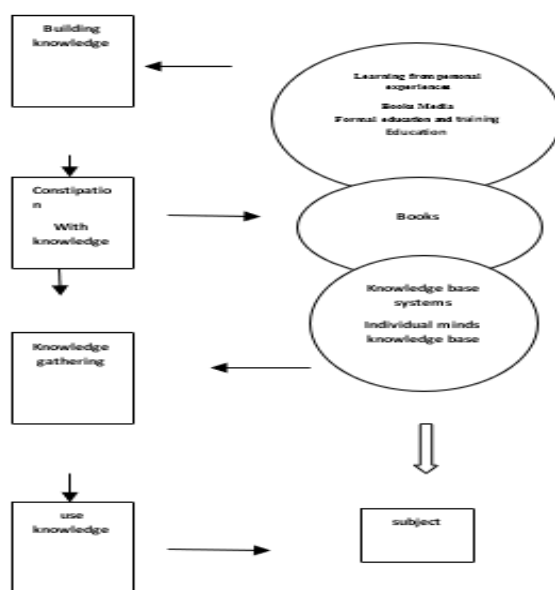
As well the knowledge Management give it a definition : " A groupe of process and activities while the institution get of the knowledge and creating and transport it and notarizes an reviews it , and using it in institution" .

Additionally, it means dynamique continue process, it includes a groupe of activates and participation Enround the institution, where area of participation includes the knowledge Management , experience, experiment, efficiency , skills, capacities, as for activates As for the activates. Includes. The processes. Create. Or making a knowledge. And development. It's and the distribution and using, and saving, and restore it. To produce, to product. Increase. rise, resulting in high the level of act.

And Cost cutting And optimizing. In the capacity is according by processor of adoption with the requirements. The changement, the speedily changement. In the circle area of institution and achieve competitive advantage. Sustaining. Sincerely That the institution of knowledge pointer. At two Sides. They. They are. You sure, intellectual capital off . Figuring: of human. Resources. For the institution and the capital. The human resources. Organizational. Capital. Frame Figuring: Organizational and Structural Process. (Ghezazi and Mechache, 2018, p 33).

In the same context it point as management of Versified Mechanisms. That grows for the intellectual and informational resources. by departure it clear and technological process according by finding and sharing and restore collection and reuse the knowledge , pursuit finding a new value to enhancement proficiency and individuality efficaciousness and helpfulness for foing the knowledge to increase innovativeness and helpfulness to attitudinize decision. (Hami, 2015, p. 57).

Here is Durbin describes it as organictional sharing for the information to achieve a many goals like duplicity and no inventiveness Durbin and more Competitive, (Abbas, 2013, p. 4), it cans to appear a definition for the knowledge management on next context:



Source: (Moradj and Chetouh 2009, p. 125)

Secondly, Process Of Knowledge Management:

The application of the knowledge

In the works organizations however, needs following a groupe of stapes totally rename by: the knowledge management .

About this process. The researchers and learners have various views about its stages, whether her nature or her numbers or her names. All that due to the different of her bookmark intellectual and Multiple approaches. That. Could. Create it regarding the phenomenon. Knowledge Management;

So for that it can abstract the stapes of process knowledge Management into five stapes bellow:

1. Stage of Création knowledge.

The creation of knowledge in organization *are being* by persons and groups. Home. Comparison. For their and that learn. Bye! Social comments process. where. Happens. Between their as singular frame or intentional.. Whether. It hung up bye, implied knowledge outward, to training new ideas.

Finding innovational solutions, and reliance methods of i modern intellect and innovator and Effective work styles , whereon that considers in this stage cognitive and mental capacities for persons to develop outs owner high value, it appears a new reviews for the realities and facts and events.

2. The stage of taking the knowledge:

There is a difficult in creation of language, new language. In the previous previews. Stage; relating by the archived implicit knowledge. Of the persons: whether; as well. The organization. Finds. A difficult. To access into the stock knowledge to her persons. whether. Is this: Was die to those complicated and behaviors. Mysterious. Based on Based on their personality.; their value. Their training; this. Believes and special Traditions . . Considering Conservative . or owing to the Natural of use Instrument.. To activate social comment between Their. What does the organization lead the in this stage Different. Style. to follow. Comparatively different; it is acquiring The available knowledge. .

Whether is it internal Or external resources as the Connoisseurs, Competitors Respective , Clients, Suppliers, Data's, archive of organization and her Memories And etc... And should be analyze it. And. And verification. of extent.

3. Stage of organization. Knowledge

The organization extends. A big efforts. In previous stages. Here is. Results. Excretions. Accommodation. Whether Holdvast knowledge. Or acquiring. Available. Knowledges; It can be loss in any moments. Whether causes . Don't saving and repairing and adopting or Due to unable. to access for it. For exploiting. accordingly. this stage. that is Coming to organize various knowledges; Considering For systems. And technological information. And communication. thus. it remarks effecting role for her include the tasks of Classification. Coding. Preservation and protecting it to restore any time and Benefit when time of need.

4. Stage availability of Knowledge:

Knowledge. That is taking. Then it was organized; it was without beneficiation. If don't transported and transformed and the distributed; with a different instrument. By candidates.

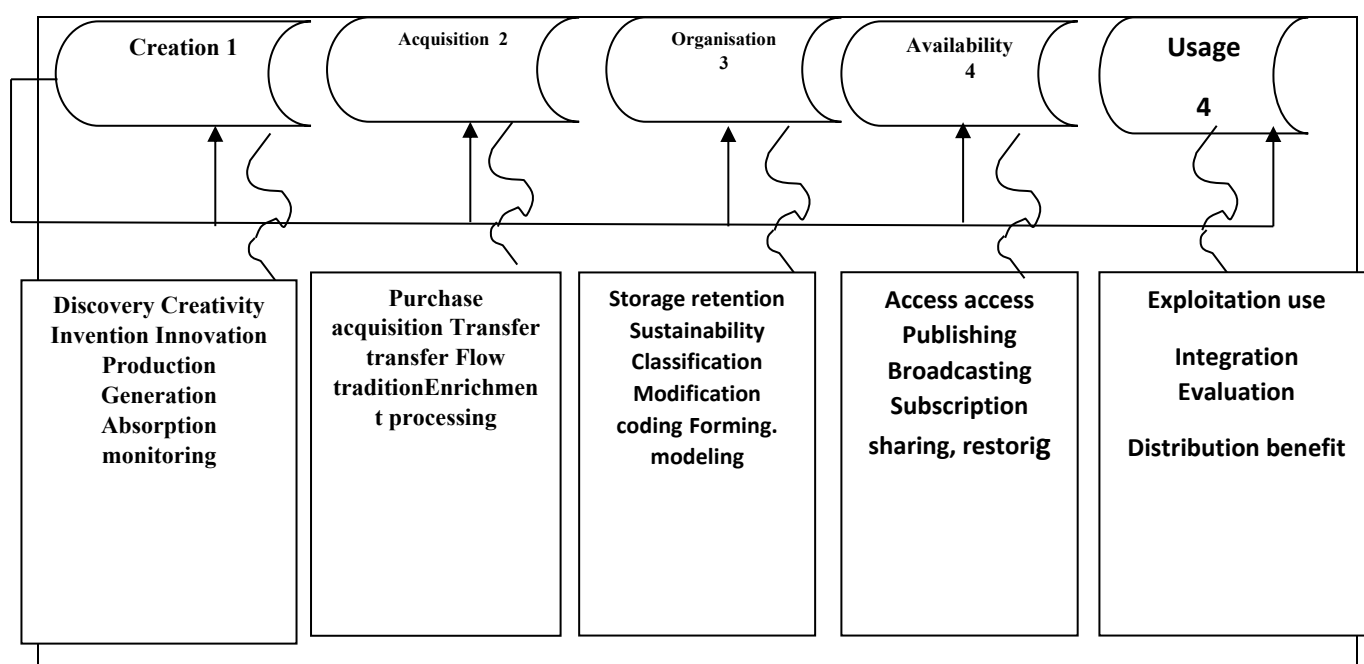
Of organization in different parts organization Organizational unit. Whatever, If it is natural Roles Entrusted activities By Creation, Catering, Marketing, etc. ... Considering, Exchange, Sharing, Is the main to success the organizations.

5. Stage use the Knowledge

The application Knowledge and using in this stage it means the organization Access With her knowledges, after squad stages of treatment. Did it. Impervious stages to level more Suitable using to act the role' s Organization and her Activities.

Anyhow, In this Whereby Al Faouri points The matter. that doesn't' receive the Interesting ; it means implicitly automatic getting up or in other words looking for stage use knowledge related with other stages (source; bouaziz , 2011, pp57-59).

To highlight the Knowledge Management we will tray Explain that in the next structure:



Source; Bouaziz , 2011, p60.

Third. Approach Knowledge Management:

Leading thinkers Agree in this area about this processes is it different in its importance According to pattern The organization. Whatever surely It's presence on any system is crucial of software knowledge Management

The First Approach:

Verna Allee producers for announcer processes (create knowledge; breed its; Possession its), while is discussed knowledge dynamic; The knowledge in this comparison periodical; it means the knowledge after identifying it is recreated; and so on.

The Second approach:

It's for the organization of Arthur Andersen to consult In works, that produces an instrument for knowledge Management, where Choused seven periodical processes, it should be applicated on knowledge its: identified And collected an adopted and organized and

applied and the trained and created, And every processes requires in this model to support culture of organization and leaders; also Electronic support And measure results.

The Third approach:

It's producing by Davenport, it confirms At the importance of study the General knowledge and adapted thus we can not forget that the knowledge is created and uses and shared Deeply within work processes, it includes workflow and business processes, and processes of knowledge to create knowledge and publicized an organized and applicate, the processes different witch an organization can do it; from organization to other organization and from sector to other

The Fourth Approach:

Nonaka and Takeuchi's approach emphasized that knowledge creation and development occur as a result of the combination of explicit and implicit knowledge, and they rely on defining four methods of knowledge transformation, which are:

- From tacit to tacit: This process includes the direct sharing of tacit knowledge through direct experience. It is a type of social interaction and occurs when people meet in face-to-face communication activities. An individual can acquire tacit knowledge by directly interacting with others without using language, and therefore the key to acquiring tacit knowledge is experience.
- From implicit to apparent: It is making a person's stock of knowledge and information available to others, and this process represents the self-expression of knowledge verbally.
- From phenomenon to phenomenon: Here we are faced with knowledge that has been broadcast by its owners and has become available on various sources, and this knowledge takes the form of pairing these sources and combining the items of this knowledge in order to reach new knowledge. (Arrouf and Attia, 2018, pp. 359–360).

Forth. The Relation Of Knowledge Management And Build An Organization:

knowledge Management Considers to Monitor the knowledge Management to monitor Inside or outside resources of the knowledge; To know what's involved Of changement have Effect On the organization process. thus, and analyzing considering consider the beginning of the Organizational Learning; Where we can say that the organization invests in in development the research machinisms about resources knowledge, and analyzed and do it available for its members.

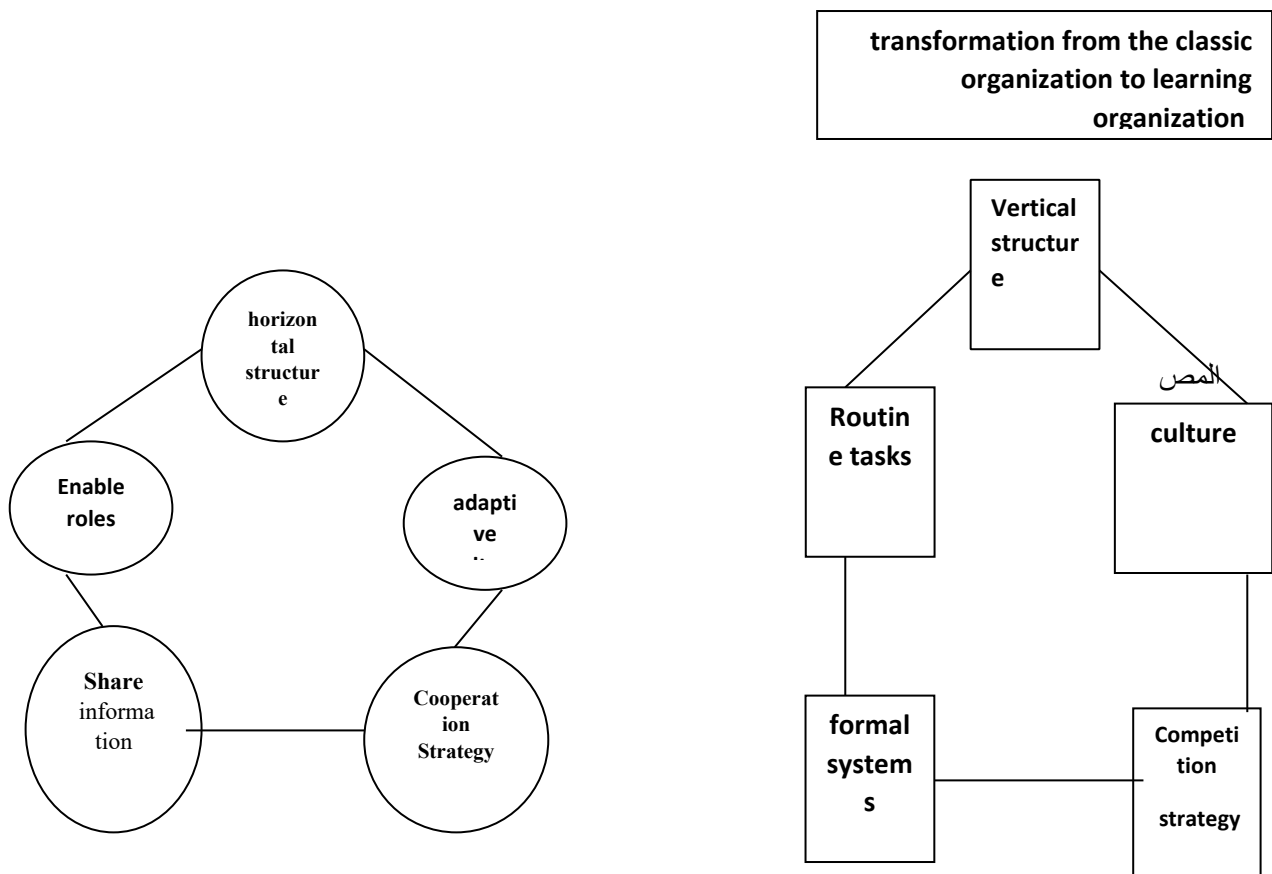
therefore ; We find To remain the organization relies at as direct and main form on:

- her competitive capacity and the quality for what has of Wealth and knowledge origin.
- Succing applications for this origins. in all What do it. of activities In management Her work.
- Taking the knowledge as a main to create strategies of management and her politic.

- Taking the knowledge As a Substrate to build Structure and design Organizational relations.
- Taking the knowledge as main evaluation the Choices and Achievements and referee on the performance
- Recruitment resources production And develop The knowledge inside and outside the organization.
- It can remark their complete relationship, considering those components are Combined. (Arouf , Attia,op, cit, pp 363-364).

five the role knowledge Management to adopt methodical of change:

the organization adopts method of Comprehensive change to Confronting turbulent environment .by the organzatical chagement which seeks to training and development competencies and requirements of organization ,and as follow the figure clarifies the transformation from the classic organization to the learning organization.



Source: Ghassan,2009,p27.

We find through this form that from the vertical to the horizontal structure, there are distances between the manager and the workers, and that the horizontal structure creates more flows in operations than functional departments, and from routine tasks to empowerment roles, as the role is part of the dynamic social system that provides responsibility and allows

the person to use his abilities and gives him freedom of action to meet the goal, and the roles that can be modified and redefined, and this allows flexibility.

From formal control systems to sharing information and knowledge about the company's performance, financial conditions, salary scale, etc., and expanding the scope of participation preserves the organization's functions and makes it work at the best level, and from competition strategies to cooperation, where the organization is keen to combine activities by empowering employees and their participation in developing the strategy, and finally from a harsh culture to an adaptive culture that encourages openness, removing boundaries, taking risks, and continuous improvement to formulate the organizations of the future. (Ghassan, 2009, pp. 26-28)

- Strategy of Gradual Growth :

- Gradual Growth Strategy In The Use Of Knowledge:

It can be used this strategy Gradually' thus when the conditions of the organization are suitable and individuals enjoy with high level of interesting , and this strategies of organization with a limit resources wishing to apply knowledge management. Of build capacities of knowledge Management. Thus it Low risk A low-risk strategy, but the return for these organizations is limited.

of build capacities knowledge ,it clarifies by low risk strategy ,but it with a limited Returning.

- Strategy Of Deliberation And Caution:

This strategy depends on adopting the knowledge management initiative, but with caution and caution. It is applied at the beginning when the organization's conditions are suitable and appropriate, and then it is applied at a later time on a larger scale according to the need.

- Strategy To Support Advanced And Effective Viewpoints:

This strategy is part of a broader attempt aimed at defining and strengthening the organization through the presence of forward-looking, creative management. This strategy is characterized as a medium-term strategy in terms of risk, in addition to being highly profitable for ambitious companies that undertake to achieve a lasting competitive advantage quickly.

- Strategy Codification vs Strategy Codification Personnalisation:

- Strategy Codification:

which is computer-centered, whereby knowledge is encoded and stored in accessible rules.

- Personalization strategy:

This strategy is linked to the person who is responsible for developing it, and participation in it takes place through direct communication between people. It does not eliminate the role of the computer, but rather it is considered tools to help people in communicating knowledge. (Othman, 2017, pp. 66-67)

It can also using the instuation in the present on training and develop intellectual capital

- special Strategies assigned functionaries Duties with it can be what it defines the management Determined by senior management with the aim of developing workers' skills and identifying their weak points.
- The strategy of providing employees with the necessary knowledge and ideas to carry out work and preparing and arranging them to use new means using modern methods represented by advanced technology in institutions.
- **Strategy to effectively increase experiences.**
- A strategy for developing policies for training programs and encouraging individuals to enroll in them
- The strategy related to training methods through preparing an integrated training program for each field (administrative, financial, and economic fields, practical fields, practical accounts... etc.). (Qawadriya, Khulaifi, 2017, p352).
- **Sociology Digitization of work:**

To know the importance of digitization. It should point. To excellence digital resources against the classic Groups. By counting The Exclusive and digital characteristics. As a mode of Available sources. allows to access to the informations And see it. against The classic messenger,

Where; it can doing the research. And Inquiry Inside The complete texts of research information and he seeks help by groups from strong links that stop it. User To related resource. With. Subject of his research. it should view be it and possibility to create textly and vocal information. And fixed Picture in template. Also possibility to . Share the electric sources with beneficiaries the same fine. it should view be it and possibility to create textly and vocal information. And fixed Picture in template. Also possibility to . Share the electric sources with beneficiaries the same fine can, and therefore can to understand they understand. The. Increase grow. In preparation of beneficiaries, by publishing and, if I blame, availing online, or by Internet or intranet, or by extranet of information institution.

It must Remember The Process Digitalization Doesn't aim changing resources. And services Of . The classic information insinuations By groups And Electronic Services. Because The main goal is developing the styles of beneficiation From the resource information institutions By groups. And services, Electronic Services. Because The main goal is developing the beatification. From. Processes, information institutions, along with adoption production services.

there are many of benefits of digitalization , we recall the most important as next:

- Availability ; the access to information with wide and deep images by its origins and branches.
- easily and speedy getting the knowledge information from its vocabulary.
- probability to print the information when needs and issuing copy as original images.
- getting information by audios and pictures and by colors
- decreasing costings to get information.
- probability presence of Criticism resources and information materials.
- the Integration to other instruments voice, picture, video. (Bouzaabib, 2022, p73).

- Objectives Digitalization:

- widening area to access to the classics resources informations
- defending probability to any time and all days week
- availably recourses without compliance with geographic location
- create different forms for available files of one source
- developing and adapting the classic services
- protecting the groupes and repair it for the error or loss or Disasters within digital and specific conservation efforts.
- Participation in matrerials.(Saleh Mohamed, 2006, pp220-221).

- Components of Digitation:

It compose of:

- Pratique software:

It considers any program written to do a specific work for example: program of treatment of the texts. Programs of électronique tables ,programs of Data bases, and programs of counting.

- The communications:

is a process helps the messenger to send the information as any form wherever her origin, and in any image possible for any one , and by any instrument of the means of electromagnetic systems.

- Electronique Consumer:

She is The intruder New, Or Component Third For technology Information In addition To Computer And communications.

And used. in a form essential to meet desires people and their requirements as the Advanced television with watching and And the disc is Lazar etc...

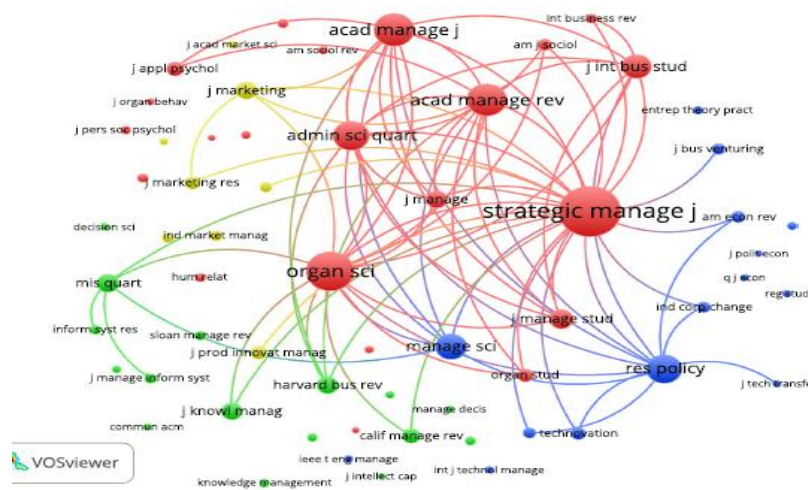
Sixth. Experiment of Algeria by aplicated knowledge Management Method:

The studies of Howari Meaarge and Dalal Chatouh is resulted that the software of knowledge Managements and its applications and the composition providing in the Algerian institutions still in the creation.

Not gone long time to highlight the positive interesting for knowledge and digitalization and thus software of knowledge Management don't practice as completely form in the institutions , While can't to do knowledge Management substantial process defining, it caused disagree the chagement and holding by the classic reviews and saving knowledge as source of power.

furthermore, I hasn't the capacity to abandoned for the bureaucratic method that including all the Algerian institutions. it must to point there is bookmark to find a positive indicator, it points for accepting this institutions to guide into knowledge Management by synthesize the waivable knowledge ,it defines the deferent demonstrative activities and applicate wit accepting the median of persons to Orientale toward systematic knowledge management.(Meradj and Chetouh, 2009, p. 141).

Seventh. The Impotence Of Knowledge Management As Strategy View To training Human Resources:



Source: Marin ,Merigo,Fuentes, 2018,p21

In the résultats we abstract That the goal for this Project is a total review looking scéen

Knowledge Management in area of the Works and fonction and using the babliometter analyse and this analyse considères for two méthodes Fundamentals ‘Analyse the fonction, and science of training This by propose Create practice , expériences , expriment, efficiencies, skills, Capacities , and process distribution the knowledge to using and saving and restore it, to witch leads into training intellectuel humain, and intellectuel materialism, to witch including for us transport the knowledge and to dépend on technology of information as a cultural support and achève compétitive avantage sustaining (Marin ,Merigo, Fuentes, 2018, pp23-24)

Conclusion:

In the end we abstract that the knowledge management has main role, and more than that Information technology as well as globalization, it should be adapting new methods in management it reiteration Based on knowledge by created and improved and discriminated , then using her, and adapted with area to achieve competitive advantage and training intellectual capital , that is considering recourses human, and training capital physical , it represented organizational and structural processes, on five stages by abstract the knowledge, creation the knowledge, and saving, and disturbing, and applicated.

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